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Executive Board of the United Nations Entity for Gender Equality and the Empowerment of Women

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Regional architecture

Financial, budgetary and administrative matters

Regional architecture, progress towards a harmonized cost-recovery policy and proposed approach for calculating the operational reserve for the United Nations Entity for Gender Equality and the Empowerment of Women

Report of the Advisory Committee on Administrative and Budgetary Questions

I. Introduction

1. The Advisory Committee on Administrative and Budgetary Questions has considered the following reports of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women):

(a) Report of the Under-Secretary-General/Executive Director on the regional architecture (UNW/2012/10);

(b) Progress report towards a harmonized cost-recovery policy (UNW/2012/13);

(c) Proposed approach for calculating the operational reserve for UN-Women (UNW/2012/14).

During its consideration of these reports, the Advisory Committee met with the Under-Secretary-General/Executive Director, the Deputy Executive Directors and other representatives, who provided additional information and clarification.

* UNW/2012/L.4.

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II. Proposed regional architecture

Background

2. The Advisory Committee recalls that in 2011 it considered the institutional budget estimates for UN-Women for the biennium 2012-2013 (UNW/2011/11), which included resources for the strengthening of field capacity and plans to conduct a regional architecture review to identify efficiencies in services at Headquarters, country and regional levels. In its report (see UNW/2011/12, paras. 9-12), the Committee, while requesting that further clarification be provided to the Executive Board on the amount of income to be applied to offset the budget, recommended approval of the proposed institutional budget.

3. In its decision 2011/5, the Executive Board took note of the Committee's report and approved a gross appropriation of $140.8 million for the institutional budget for 2012-2013. In the same decision, the Board stated that it looked forward to considering a report on the conclusions of the regional architecture review, including potential reconfiguration of regional, subregional and country presences and the budgetary implications of the report (see UNW/2011/13, decision 2011/5).

4. Pursuant to the Executive Board's decision, the Under-Secretary-General/Executive Director submitted a report on the regional architecture review to the Executive Board (UNW/2012/5). The Board welcomed the general direction of the regional architecture and requested UN-Women to submit a report on the overall administrative, functional and budgetary implications of the regional architecture, including an implementation plan (see Executive Board decision 2012/4,[1] paras. 4-7). The report of the Under-Secretary-General/Executive Director on the regional architecture (UNW/2012/10) responds to that request.

Budgetary implications of the regional architecture

5. The report indicates that the regional architecture would incur an additional cost of $7.1 million for the 2012-2013 institutional budget, of which $6.6 million represents additional staff costs and $540,000 other costs. The proposed additional cost would therefore result in a revised 2012-2013 institutional budget of $147.9 million (gross), compared to the approved amount of $140.8 million (gross) (UNW/2012/10, paras. 43 and 50). The main areas of cost and volume changes and a summary of the proposed institutional budget estimates are reflected in annexes VI and VII to the report.

6. According to UN-Women, since the entity has not recruited against approved positions impacted by the proposed regional architecture, it is projected that there are sufficient funds within the approved 2012-2013 institutional budget to cover the additional costs arising from the implementation of the proposed regional architecture beginning in the third quarter of 2012 (see UNW/2012/10, paras. 45 and 46 and annex VIII).

7. The report further indicates that the proposed revised 2012-2013 institutional budget would form the baseline for the 2014-2015 institutional budget, which would consequently show an increase of $6.3 million (UNW/2012/10, para. 49).

[1] Available from www.unwomen.org/about-us/governance/executive-board/annual-session-2012/decisions/.

8. In addition to the proposed revision to the institutional budget, UN-Women is proposing to allocate $2.1 million from core programmable funds to the proposed regional offices to support programmatic functions (UNW/2012/10, para. 44).

9. **With respect to UN-Women's projection that the costs of the regional architecture for the 2012-2013 period amount to $7.1 million, the Advisory Committee recalls and concurs with the Board of Auditors' previous findings regarding (a) the lack of assurance that the anticipated final cost of a project was based on a comprehensive methodology and (b) the consequent likelihood that the final cost would be higher than reported (see, for example, A/67/5 (Vol. V), summary). The Advisory Committee considers that UN-Women's projection of the costs of the regional architecture may not have taken into account all costs associated with the development of the regional architecture concept to date, which may have an impact on the final cost. The Committee encourages UN-Women to review its cost forecasting to ensure that all costs associated with the proposed regional architecture are included in the projected final cost.**

Structure of the regional architecture

10. In paragraph 12 of the report (UNW/2012/10), it is explained that the regional architecture aims to bring capacity closer to the field; empower UN-Women staff at field level; reduce transaction costs arising from multiple layers of oversight for key business processes; better distinguish higher-level programmatic and operational oversight and global policy work in Headquarters from the day-to-day oversight and support in the field; and improve UN-Women's overall efficiency and effectiveness.

11. According to the report and additional information provided to the Advisory Committee, the proposed regional architecture would replace the existing 15 UN-Women subregional offices with (a) six regional offices in United Nations common regional hubs (Nairobi for Eastern and Southern Africa, Dakar for West and Central Africa, Panama City for the Americas and the Caribbean, Cairo for the Arab States, Bangkok for Asia and the Pacific and Istanbul for Europe and Central Asia); (b) six multi-country offices (in South Africa, Morocco, India, Fiji, Kazakhstan and Barbados); (c) country offices; (d) country presences through a senior gender adviser providing technical advice to national partners and the United Nations Resident Coordinator and the country team in a given country; and (e) country presences through a project presence under the supervision of a country or multi-country office for a limited period of time and linked to a particular project or programme (UNW/2012/10, paras. 35 and 36 and annex I). Upon enquiry, the Committee was provided with a list of current UN-Women presences in the field as at September 2012 (see annex I to the present report) and a list of envisaged UN-Women regional, multi-country and country offices envisaged by UN-Women as at the end of 2013 (annex II).

12. Upon enquiry, the Advisory Committee was also informed that the different models for presences in each country reflect differences in country context and demand; dictate the balance between UN-Women focusing on leveraging capacity of the country team versus putting in place its own programmatic capacity; and reflect the extent to which resources would allow a full country presence or a more limited project presence. **The Committee emphasizes that the regional architecture should be a demand-driven process and that the establishment of every country**

presence should be initiated by a request from the country concerned (see also para. 13 below).

Functions performed by Headquarters and the field

13. Under the proposed regional architecture, the regional offices would be responsible for managerial and programme oversight, technical and operational support and policy advice for country offices in their region, as well as inter-agency coordination at the regional level (see UNW/2012/10, para. 24). Multi-country and country offices would deliver UN-Women support to government and other partners upon their request and in line with UN-Women's mandate; manage funds; and provide a technical and advocacy role (see UNW/2012/10, para. 30). Headquarters capacity would be strengthened to provide high-level strategic oversight, generate global technical and policy knowledge, deliver corporate guidance on strategic planning and results-based management, emphasize global research and analysis and engage in inter-agency coordination at the global level (paras. 15-23).

14. Upon enquiry, the Advisory Committee was informed that Headquarters would approve high-value transactions, conduct international recruitments, supervise regional offices and provide overall strategic direction for regional and country-level programming. Regional offices would approve medium-value transactions, conduct national recruitments, supervise country and multi-country offices and develop regional strategies and approaches. Country and multi-country offices would manage country programmes and have delegated authority to conduct lower-value transactions and enter into agreements to a higher extent than previously afforded to them. In that regard, the Committee was informed during the hearing that the delegation of authority from Headquarters to the regional level for the approval of projects under the proposed architecture would increase from $500,000 to $3 million.

15. **The Advisory Committee considers that the change in the delegation of authority is significant and requires proper management. Furthermore, the highly decentralized presence being proposed by UN-Women is such that effective oversight and suitable accountability mechanisms would need to be put in place prior to the commencement of the implementation of the proposed regional architecture. In view of the challenges raised by the Board of Auditors in its report on the financial statements of UN-Women for the year ended 31 December 2011 (see A/67/5/Add.13 and paras. 23 and 26 below), which are common to many field-based operations, the Committee trusts that UN-Women will exercise managerial due diligence, also drawing from lessons that can be learned from other United Nations entities that have implemented or are in the process of implementing decentralized structures, such as the United Nations Population Fund (UNFPA).**

16. In paragraph 16 of the report (UNW/2012/10), it is indicated that the functions of the existing geographical sections within Headquarters, including oversight functions and operational support to the country level, would be moved to the proposed regional offices. Upon enquiry, the Advisory Committee was informed that the geographical sections would be replaced with a programme team, which would be smaller and more focused on higher-level oversight and would provide increased capacity to support inter-agency and intergovernmental processes in New York.

17. **Notwithstanding the additional information provided, the Advisory Committee is of the view that more clarity should be provided in the context of the report on the 2014-2015 proposed integrated budget on the different functions and reporting lines within each model of country presence and between Headquarters and the field.**

Post requirements of the regional architecture

18. The report states that the proposed architecture would add 39 new posts, of which 26 would be in regional offices, 10 in country and multi-country offices and 3 at Headquarters (see UNW/2012/10, paras. 47 and 48). Upon enquiry, the Advisory Committee was provided with a detailed organizational chart showing the posts in UN-Women, including the allocation of the proposed 39 new posts (see annex III to the present report). The Committee notes that the report does not provide detailed justifications for each of the 39 new posts requested. The Committee recalls that it had previously reiterated its request that future budgetary submissions contain full justification for the posts requested (see UNW/2011/12, para. 14). **The Committee is of the view that the request for 39 new posts should have been better justified and expects the 2014-2015 proposed integrated budget to provide full justifications for each post requested.**

19. Upon enquiry as to the lack of a decrease in the number of posts at Headquarters, given that functions are being moved from Headquarters to the field under the proposed regional architecture, the Advisory Committee was informed that there would be a net decrease in the number of Headquarters staff, as four existing institutional budget funded posts and four existing core programmable funded posts would be relocated to the field. It was also explained that the three new posts being requested — two Finance Specialists in systems development and one Finance Assistant — would be responsible for ensuring support, development and systems compliance within the regional and country offices. The Committee was informed that those posts had been requested to meet the need for strong support and oversight from Headquarters in the area of finance, and in response to concerns raised by the Board of Auditors in its audit of UN-Women's financial report and audited financial statements (A/67/5/Add.13). The Committee was also informed that total reductions to the share of the institutional budget related to Headquarters costs amount to $245,000. **While mindful of the need for Headquarters to have adequate capacity to fulfil its oversight role, the Committee recommends that UN-Women review Headquarters staffing in the context of the 2014-2015 proposed integrated budget to identify any potential additional staff movements from Headquarters to the field, in furtherance of the objective of the proposed regional architecture of bringing capacity closer to the field.**

20. Upon enquiry as to which posts had not been filled pending the approval of the proposed regional architecture (see also para. 6 above), the Advisory Committee was informed that they were posts whose disposition depended on a final decision from the Executive Board on the details of the proposed regional architecture. For example, the posts related to the Europe and Central Asia regional office proposed for Istanbul required a decision on the location of the regional office. The Committee was further informed that those posts included posts being relocated to the regional offices as follows: (a) in Kenya, two P-3s would be relocated from Headquarters and one P-3 from the office in South Africa; (b) in Bangkok, one P-4 would be relocated from Headquarters; (c) in Cairo, one P-4 would be relocated

from the office in Jordan; (d) in Panama, one P-4 would be relocated from the office in Guatemala; and (f) in Istanbul, one P-5, two National Officers, one G-7 and one G-5 would be relocated from the office in Slovakia.

21. The Advisory Committee was also informed upon enquiry that a number of posts were being relocated to the regional offices, and that they included posts from national offices. **The Committee stresses the need to ensure that staffing for the proposed regional architecture will have no negative impact on UN-Women's presence and support at the national level and recommends accordingly that UN-Women keep this matter under close review.**

Implementation of the regional architecture

22. The implementation plan for the proposed regional architecture is set out in annex VIII to the report. The timeline of the plan anticipates the full establishment of the regional architecture by the end of 2013, with the establishment of the regional offices in Nairobi, Dakar, Panama and Cairo expected by the first quarter of 2013 (UNW/2012/10, para. 53). According to the report, the implementation plan is composed of three main elements: establishment of the regional offices; delegation of authority to country offices; and transformation of subregional offices into multi-country and country offices (UNW/2012/10, para. 57). Upon enquiry, the Advisory Committee was informed that the proposed regional architecture and its implementation were under the responsibility of the Deputy Executive Director for Policy and Programme. The Director of the Programme Division, who reports to the Deputy Executive Director, has direct supervision of regional offices and regional directors.

23. **The Advisory Committee observes that the implementation plan does not take into account the accompanying changes in Headquarters that would result from implementation of the proposed regional architecture, and recommends that the implementation plan include the proposed changes at Headquarters. The Committee considers the implementation of the proposed architecture to be a significant undertaking, and trusts that the UN-Women staff responsible for the supervision and implementation of the proposed architecture will have sufficient authority to oversee all aspects of implementation, including financing and staffing (see also para. 15 above and para. 26 below). In light of the ambitious timeline for implementation, and taking into account the average length of time required for recruitment processes, the Advisory Committee encourages UN-Women to expedite recruitment in order to adhere to the implementation plan, taking into account the availability of funds.**

24. With respect to the tracking of the implementation of the proposed regional architecture through key performance indicators, the Advisory Committee was informed upon enquiry that UN-Women would prepare indicators for that purpose and intended to track progress in the establishment of regional offices and their staff and the delegation of authority to regional offices. In addition, UN-Women intends to track progress in the recruitment time for national positions; the average time for the processing of routine business transactions; and the overall delivery rate for country and multi-country offices. **The Committee recommends that UN-Women develop specific key performance indicators aligned to the objectives and deliverables of the proposed regional architecture prior to the commencement**

of the implementation of the proposed regional architecture, in order to allow for a proper evaluation of the progress of the implementation and benefits.

Board of Auditors

25. The Advisory Committee recalls that the Board of Auditors, in its report on the financial statements of UN-Women for the year ended 31 December 2011, issued a modified audit opinion with emphases of matter. The Board noted the risks to the implementation of the International Public Sector Accounting Standards (IPSAS) and the lack of full maturity of UN-Women's internal control system for operations, projects and programmes oversight during 2011 (see A/67/5/Add.13, paras. 36-39 and summary). The Committee also recalls that the Board of Auditors expressed concerns over UN-Women's lack of a central mechanism to manage and oversee its national implementation modality process (see A/67/5/Add.13, paras. 72-90).

26. On IPSAS implementation, the Committee, in its consideration of the Board of Auditors' report, concurred with the Board's observations, particularly the need for extra effort where UN-Women is at risk of not meeting target implementation dates and the recommendation that UN-Women establish a clear benefits realization plan (A/67/381, para. 29). With respect to UN-Women's internal control system for operations, projects and programmes oversight, the Committee also concurred with the Board's recommendation for UN-Women to continue its efforts to reinforce its internal control frameworks (A/67/381, para. 51). The Committee further concurred with the Board's recommendation that UN-Women improve project monitoring and oversight for field-level activities (A/67/381, para. 57). **In this regard, the Committee reiterates the necessity of adequate oversight by Headquarters of field offices (see also paras. 15 and 23 above).**

27. **Subject to its observations above, the Advisory Committee has no objections to the overall administrative, functional and budgetary implications of the proposed regional architecture.**

III. Harmonized cost-recovery policy

28. The Executive Board of UN-Women, in its decision 2011/5 (see UNW/2011/13), requested proposals for the principles, criteria and procedures that should guide the use of cost-recovery income, taking into account the harmonized cost-recovery policies and methodologies used by the United Nations Children's Fund (UNICEF), the United Nations Development Programme (UNDP) and UNFPA. In response to that request, UN-Women submitted its report on the progress made towards achieving a harmonized cost-recovery policy with United Nations funds and programmes (UNW/2012/13).

29. In paragraph 5 of the report it is noted that UN-Women's current cost-recovery approach has been carried over from the United Nations Development Fund for Women (UNIFEM), which followed an approach based on a harmonized set of principles and cost definitions commonly accepted by United Nations organizations. Paragraph 6 indicates that the existing policy of UN-Women is a single rate of 7 per cent to recover variable indirect costs of managing projects/programmes funded from non-core resources (earmarked funds).

30. According to the report, UNICEF, UNDP and UNFPA conducted a joint review in 2012 of their current cost-recovery principles, policies and approaches. The review recommended a number of fundamental changes, including (a) that the distinction between fixed and variable indirect costs no longer be used in calculating cost-recovery so that all indirect costs would be considered in calculating cost recovery; and (b) that development effectiveness activities and associated costs be directly funded from core and non-core resources, so that recovered costs would pay their proportional share of management and comparable special purpose costs (UNW/2012/13, paras. 2 and 11).

31. The report states that the recommendations emanating from the joint review did not lead to either a clear cost-recovery methodology or a rate endorsed by the agencies and that further analysis is required (UNW/2012/13, para. 13). The report also explains that the potential implications for UN-Women could be significant and could result in changes to the current cost-recovery rate. In addition, a portion of development effectiveness activities previously funded from the institutional budget, representing $40 million or 28.3 per cent of that budget for 2012-2013, would need to be directly funded from projects and programmes. Furthermore, the report indicates that there is a need to determine whether the functions covered under the regular budget in the amount of $7.2 million annually should be considered as an integral part of the cost-recovery methodology (paras. 13-17).

32. As a result, the report maintains that UN-Women cannot put forward a final proposal on a harmonized cost-recovery methodology or rate at this juncture, and will continue to use the current cost-recovery rate and utilization methods for the remainder of the current biennium, with the goal of adopting the new approach for the 2014-2015 integrated budget, subject to Executive Board approval (see UNW/2012/13, paras. 18 and 19). UN-Women will present to the Executive Board at its first regular session in 2013 a proposed set of principles, criteria and procedures to guide the collection and use of cost-recovery income, as harmonized with the approach taken by the three organizations (para. 21).

33. **In light of the explanation provided, the Advisory Committee has no objections to UN-Women's approach outlined in paragraph 22 of its report (UNW/2012/13) and looks forward to reviewing the aforementioned report on a proposed set of principles, criteria and procedures to guide the collection and use of cost-recovery income, harmonized with the approach taken by the three organizations.**

IV. Proposed approach for calculating the operational reserve

34. UN-Women's report on the proposed approach for calculating its operational reserve (UNW/2012/14) is submitted with reference to financial regulation 19.2 of the financial regulations and rules of UN-Women, which provides for the establishment of an operational reserve and a fully funded reserve for field office accommodation, and such other reserves as may be approved by the Executive Board.

35. In paragraph 4 of the report it is stated that when UN-Women became operational on 1 January 2011, $21 million was transferred from the UNIFEM operational reserve. The approach taken by UNIFEM was to set a three-year ceiling on approved programme budgets from regular resources and then calculate the

operational reserve as one third of the three-year ceiling, adjusted for anticipated delivery rates.

36. In the report, UN-Women states that it is necessary to redefine its operational reserve approach, as UN-Women is fundamentally different from UNIFEM, with a larger and more diverse donor base, an expanded management and operational infrastructure, an expanded and different field office presence with designated UN-Women representatives and new organizational procedures and programme planning arrangements (UNW/2012/14, paras. 6 and 7). As part of this exercise, UN-Women has reviewed the methodologies adopted by other United Nations organizations (UNICEF, UNFPA, UNDP and the Office of the United Nations High Commissioner for Refugees) and identified its own existing procedures to minimize exposure to liquidity risk (paras. 8 and 9).

37. Paragraph 10 of the report describes UN-Women's financial management framework, in which the institutional budget has first call over the regular resources. In this regard, it is indicated that appropriations are approved by the Executive Board on a biennial basis, but allocated to units only on an annual basis, thereby allowing for adjustment to second-year allocations. Under regular resources, UN-Women issues only annual core programme allocations, not multi-year allocations, allowing the level of resources allocated to each to be changed as circumstances evolve. A cash flow forecast is prepared on a monthly basis for management reporting purposes, taking into account cash inflows, all known commitments and expected cash outflows. Finally, regarding liquidity management, it is mentioned that, at the end of 2010, UN-Women carried forward $15 million of accumulated surplus (unexpended resources) within regular resources, which had increased to $41 million at the end of 2011, which is sufficient to cover approximately four months of estimated annual expenses.

38. UN-Women proposes to continue to hold approximately four months' worth of estimated annual expenditure in hand, of which 50 per cent is to be sourced through existing accumulated surplus (unexpended resources) and 50 per cent to be held within the operational reserve, ensuring that the reserve maintains a minimum balance equal to the $21 million transferred from UNIFEM. Based on this methodology, the potential levels of operational reserve for 2012-2013 would be $21.0 million for 2012 and $26.7 million for 2013. In addition, it is proposed that a $1 million reserve, which will be replenished from the accumulated surplus on an annual basis, be established for field office accommodation (UNW/2012/14, paras. 14-18).

39. Regulation 19.2 of the financial regulations and rules of UN-Women states that the reserves shall be established at levels set by the Executive Board. Upon enquiry as to the role of the Executive Board with respect to future changes in the levels of the operational reserve, the Committee was informed that in presenting the methodology to be used in calculating the operational reserve, UN-Women seeks to obtain endorsement of the proposed methodology, not the specific amounts presented in the report, apart from the proposed minimum amount of $21 million. Therefore, future changes to the level of operational reserve resulting from applying the proposed methodology will not be submitted for approval by the Executive Board. The Committee was also informed that the actual amount of the operational reserve will be included in the annual financial statements of UN-Women.

40. While it does not object to the overall approach being proposed by UN-Women, the Advisory Committee is of the view that financial regulation 19.2 grants authority for the setting of the levels of the reserves to the Executive Board, and that UN-Women should therefore seek approval of the Executive Board in determining the specific levels of the reserves, including any changes to the levels of the reserves.

Annex I

List of current UN-Women presences in the field as at September 2012

Regional offices being established	*Subregional offices*	*Country offices*[a]	*Programme presence*[b]
	Kenya Rwanda Senegal South Africa	Burundi, Cameroon, Côte d'Ivoire, Democratic Republic of the Congo, Ethiopia, Liberia, Mali, Mozambique, Nigeria, Sierra Leone, South Sudan, Sudan, Uganda, United Republic of Tanzania, Zimbabwe	Cape Verde, Ghana, Somalia[c]
Arab States (Cairo)	Jordan Morocco	Egypt and Iraq; Occupied Palestinian Territory	Algeria, Mauritania, Tunisia
Asia and the Pacific (Bangkok)	India	Afghanistan, Bangladesh, Cambodia, Nepal, Pakistan, Papua New Guinea, Timor-Leste and Viet Nam	China, Indonesia, Kiribati, Lao People's Democratic Republic, Philippines, Samoa, Solomon Islands, Vanuatu
	Fiji (Pacific Islands)		
	Kazakhstan	Albania, Georgia, Kyrgyzstan, Moldova, Tajikistan	Kosovo[d], Serbia, the former Yugoslav Republic of Macedonia
	Slovakia		
Americas and the Caribbean (Panama City)	Barbados (Caribbean)	Bolivia, Colombia, Dominican Republic, Guatemala, Haiti	Honduras, Nicaragua, Paraguay, Uruguay
	Brazil		
	Ecuador		
	Mexico		

[a] Offices with international representatives and capacities required for delegation.
[b] Varying presence with gender adviser or project staff.
[c] Operating out of the Kenya office.
[d] Under Security Council resolution 1244 (1999).

Annex II

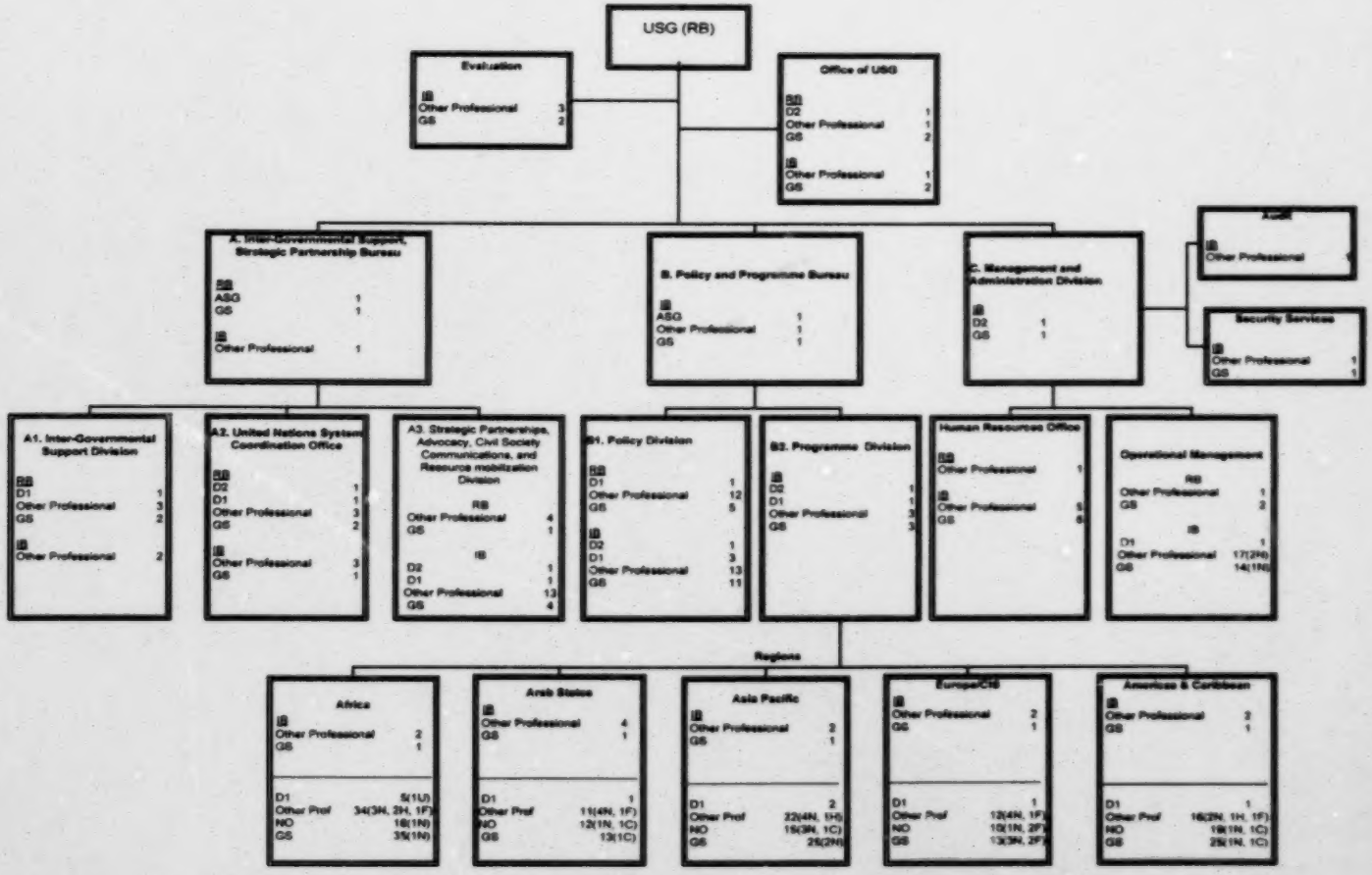
List of regional, multi-country and country offices envisaged by UN-Women as at end 2013[a]

Regional offices	*Multi-country offices*	*Country offices*	*Programme presence*[b]
Africa: Nairobi and Dakar	South Africa (Botswana, Lesotho, Namibia, Swaziland, Zambia)	Burundi, Cameroon, Côte d'Ivoire, Democratic Republic of the Congo, Ethiopia, Kenya, Liberia, Malawi, Mali, Mozambique, Nigeria, Rwanda, Senegal, Sierra Leone, South Sudan, Sudan, Uganda, United Republic of Tanzania, Zimbabwe	Cape Verde, Ghana, Guinea-Bissau, Somalia[c]
Arab States: Cairo	Morocco (Maghreb region)	Egypt, Iraq, and Jordan; Occupied Palestinian Territory	Algeria, Libya, Mauritania, Tunisia, Yemen
Asia and the Pacific: Bangkok	India (Bhutan, Maldives, Sri Lanka) Fiji (Pacific Islands)	Afghanistan, Bangladesh, Cambodia, Nepal, Pakistan, Papua New Guinea, Thailand, Timor-Leste, Viet Nam	China, Indonesia, Kiribati, Lao People's Democratic Republic, Myanmar, Philippines, Samoa, Solomon Islands, Vanuatu
Europe and Central Asia: Istanbul	Kazakhstan (Turkmenistan, Ukraine, Uzbekistan)	Albania, Bosnia and Herzegovina, Georgia, Kyrgyzstan, Republic of Moldova, Slovakia, Tajikistan	Kosovo[d], Serbia, the former Yugoslav Republic of Macedonia
Americas and the Caribbean: Panama City	Barbados (Caribbean)	Brazil, Bolivia (Plurinational State of), Colombia, Dominican Republic, Ecuador, El Salvador, Guatemala, Haiti, Mexico, Paraguay	Honduras, Nicaragua, Uruguay

[a] Six regional offices, 6 multi-country offices, 49 country offices and 24 country presences are envisaged, for a total of 85.
[b] Varying presence with senior gender adviser or project personnel.
[c] Operating out of the office in Nairobi.
[d] Under Security Council resolution 1244 (1999).

Annex III

UN-Women regional architecture: organizational chart



Abbreviations: ASG, Assistant Secretary-General; GS, General Service; IB, institutional budget; NO, National Officer; RB, regular budget; USG, Under-Secretary-General; N, new staff; C, conversion from core programmable; U, upgraded post; H, moved from Headquarters; F, moved from field.